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Todreas / Hanley 89 Broad Street Boston, Massachusetts 02110 Tel: 617 482-7008

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15 June 1981

BOSTON PUBLIC LIBRARY

Mr. Matthew A. Coogan
The Boston Redevelopment Authority
Boston City Hall
One City Hall Square
Boston, MA. 02201

Dear Matt:

As per your request for a letter of interest, we are pleased to present our qualifications for providing a specialized retail analysis for the Downtown Crossing and to explain our approach to our work. It has been some time since I first met you when working on the Crossing's public relations program and since then our firm's scope of services has expanded dramatically in the area of retail development.

Based in Boston, Massachusetts, Todreas/Hanley is a firm specializing in development merchandising and marketing concepts and strategies for old buildings, urban commercial cores, and mixed use development sites. We have been involved in various commercial developments for a number of years and have worked on all phases of the development process from concept and site planning, to merchandising, leasing and marketing of projects in both the public and private sectors in the U.S., Canada and countries in Europe. Through the course of these efforts, we have worked closely with city officials, developers, and independent merchants and know their expectations and economic considerations.

Because we have concentrated on difficult reuse projects in older commercial cores and are sensitive to both community and business priorities, we have developed a people-oriented approach to evaluating market conditions and determining uses. While other marketing techniques focus on a more macro-scale economic analysis, we work at the micro-scale, studying qualitative data to determine specific community and regional needs. We believe that a successful commercial core should satisfy the needs of the ever-present local market and also capture the complementary tourist markets.

Downtown
XING



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Starting with this premise, we begin each assignment with a thorough inventory of the local community; its special character; cultural resources; commercial voids; and demographic profile. Our staff is trained to personally speak with residents, members of the business community, representatives of local industry, employees, and shoppers to comprehend existing attitudes, problems and trends. Concurrently we evaluate the site from a commercial/ developer position. After these analyses, we determine appropriate uses and feeling for local conditions and the ability to recommend uses, potential developers and merchants.

We are enclosing information on our firm and look forward to hearing from you soon.

Sincerely,

TODREAS/HANLEY ASSOCIATES, INC.

DRH Hanley
Deborah R. Hanley
DRH:ej

enc.



THE PRINCIPALS

Carol Todreas has worked with Societe des Centres Commerciaux in Paris, one of Europe's largest retail developers. As an urban consultant, she introduced American marketing and merchandising techniques and planned community and tenant relations programs for retail projects in Paris, Lyon, and Brussels. Todreas has participated as panel chairperson, speaker and program planner for the European ICSC Conference. She has also worked for the Boston Redevelopment Authority as an urban planner and in public relations. In addition to her post with The Rouse Company as Director of Public Relations of Faneuil Hall Marketplace, Carol Todreas' experience includes research on management relations studies at MIT's Sloane School of Management.

Deborah Hanley worked with Studio Interno Uno of Rome, Italy, as a consultant in urban development and marketing. Her studies on Italian merchandising techniques have subsequently been published in several leading trade magazines, both here and abroad. Prior to Directing the Promotions and Marketing of Faneuil Hall Marketplace for The Rouse Company, Deborah Hanley was coordinator of Where's Boston, a multi-media slide presentation commissioned for Boston's Bicentennial celebration. She has also had extensive experience in advertising and public relations work for several leading advertising agencies with offices in Boston, Hartford, and New York.

SELECTED PROJECTS

The Arcade, Providence, Rhode Island
Baystate West, Springfield, Massachusetts
Brookline Village, Brookline, Massachusetts
Cambridge Center, Cambridge, Massachusetts
City 2, Brussels, Belgium
Downtown Crossing, Boston, Massachusetts
The Engine House, Auburn, Maine
Faneuil Hall Marketplace, Boston, Massachusetts
Hagar Arcade at Lancaster Place, Lancaster, Pennsylvania
Hague Waterfront, The Netherlands
Hotel Meridien, Boston, Massachusetts
Market Square, Toronto, Canada
Mayfair-in-the-Grove, Coconut Grove, Florida
La Part-Dieu, Lyon, France
South Station Transportation Center, Boston, Massachusetts
Thorne's Marketplace, Northampton, Massachusetts
Union Street Mall, Lynn, Massachusetts

SELECTED CLIENTS

Ahearn-Freedenfeld-Schopfer and Associates, P.C.
The Architects Collaborative
The Beacon Companies
Boston Redevelopment Authority
Brookline Redevelopment Authority
Cambridge Redevelopment Authority
Carpenter and Company
CENCO, S.A.
City of Boston
City of Lynn
City of North Adams
The Druker Company
Evans Development Company
Gilbane Properties, Inc.
Historic Landmarks for Living
Massachusetts Bay Transportation Authority
Massachusetts Department of Commerce and Development
Massachusetts Department of Environmental Management
Mondev International Ltd.
Monacelli Associates
National Bicentennial Committee
National Trust for Historic Preservation
Ronto Development Company
The Rouse Company
Ryan, Elliott and Company, Inc.
Societe des Centres Commerciaux
Societe des Hotels Meridien
Urban Mass Transit Authority

RETAIL MARKET ANALYSIS

CAMBRIDGE CENTER, CAMBRIDGE, MA.

- Analysis of design and layout of a 1.5 million square foot multi-use complex with office towers, ground floor retail, hotel, garage, plaza, and MBTA concourse.

SOUTH STATION TRANSPORTATION CENTER, BOSTON, MA.

- Preliminary retail feasibility study evaluating the design and layout of the retail component of the proposed regional intermodal transportation center. This mixed use project will integrate offices and 36,000 square feet of retail on three and one-half levels with transportation functions.

MERCHANDISING CONCEPTS AND PLANS

MARKET SQUARE, TORONTO, CANADA

- Merchandising concept for the retail component of a mixed use luxury condominium complex adjacent to the St. Lawrence Markets.

LA PART DIEU, LYON, FRANCE

- Analysis of design, merchandising and marketing techniques for Europe's largest shopping center located in the heart of Lyon. The center consists of 1.2 million square feet of retail on five levels.

MARKETING AND LEASING

THE HAGAR ARCADE AT LANCASTER PLACE, LANCASTER, PA.

- 20,000 square foot specialty center combined with luxury apartment use. This converted department store, listed on the National Register of Historic Places, features an arcade of retail on the first floor and entertainment in the basement level.

THE ARCADE, PROVIDENCE, R.I.

- 36,000 square foot three tiered shopping arcade in the heart of downtown. The first level features a heavy concentration of eateries with specialty shopping on the second and third floors.

RETAIL MARKETING AND MANAGEMENT PROGRAMS

DOWNTOWN CROSSING, BOSTON, MA.

- Marketing and managing a 10 block pedestrian mall located on the main shopping streets of downtown Boston. This \$3.5 million project was funded by a grant from Urban Mass Transit Authority.

BROOKLINE VILLAGE, BROOKLINE, MA.

- Retail analysis and marketing plan for a typical "Main Street, U.S.A." funded by the Brookline Redevelopment Authority and the Brookline Village Citizens Revitalization Committee.

THORNE'S MARKETPLACE, NORTHAMPTON, MA.

- Retail marketing and management program for an under - utilized restored 19th century building downtown.

SPECIAL PROJECTS

ENGINE HOUSE, AUBURN, ME.

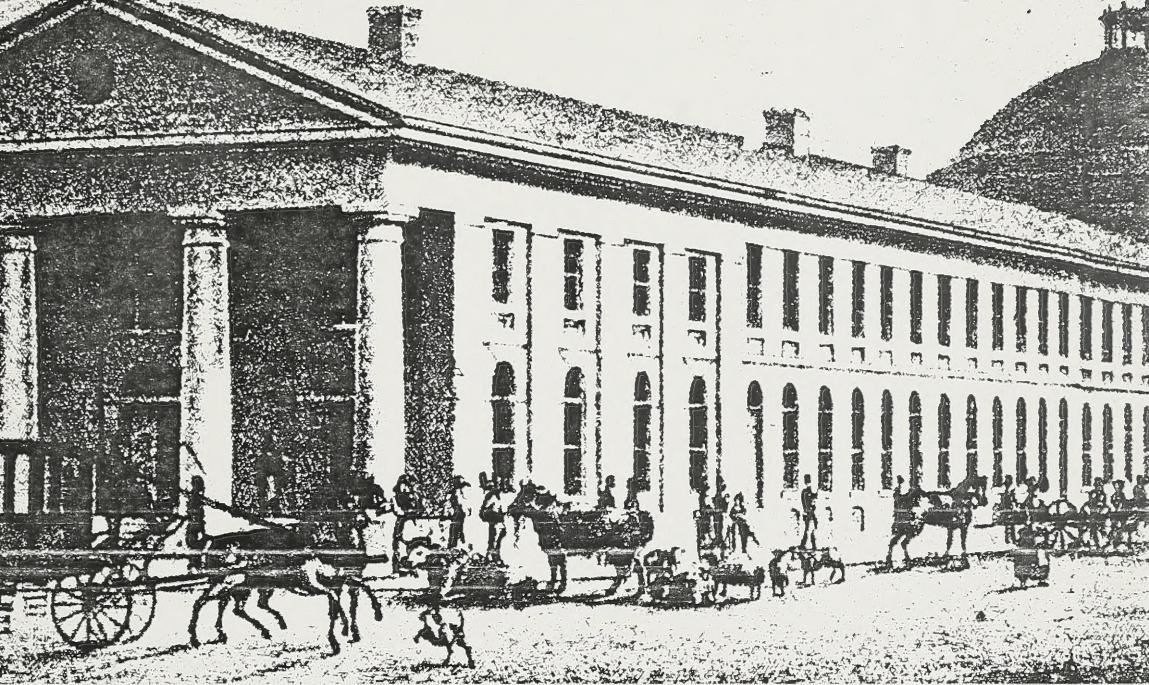
- Assistance in design review and development program for a Victorian fire station now renovated for shops and galleries.

WESTERN GATEWAY URBAN HERITAGE PARK, NORTH ADAMS, MA.

- Development concept and use plan for a State Park consisting of six 19th century wood structures funded by the City of North Adams.

GREAT CITIES OF THE WORLD MAYORS' CONFERENCE, BOSTON, MA.

- Assistance for the one week seminar on urban ideas, drawing on mayors from 34 countries. The week combined lectures, luncheons, sightseeing, shopping, and social functions.



HISTORY

Prior to forming Todreas/Hanley Associates, Incorporated, Carol Todreas and Deborah Hanley worked together for The Rouse Company on Faneuil Hall Marketplace as Directors of Public Information, Marketing, and Promotion.

They were responsible for developing and implementing a public information and public relations program for Faneuil Hall Marketplace to sell the project as a major shopping, entertainment center for Boston. Todreas and Hanley developed local, regional, national, and international awareness by providing continual and objective coverage of activities. The process included identifying appropriate markets, conceiving and presenting information on all aspects of the project to members of the media, travel and tour industry, and special interest groups. The two women developed related urban programs and represented the project to government, civic, corporate, and academic groups.

In addition, Todreas and Hanley conceived and implemented all aspects of marketing, advertising, and promotion. They identified market groups and planned urban events and exhibits specifically designed to attract these groups. This included supervising the opening advertising campaign and developing continual advertising and promotion activities for the public and the press. An important aspect of this work was organizing merchandising sales and special events for merchants to attract customers during slack periods by establishing a more consistent level of business throughout the year. Todreas and Hanley conducted tenant meetings and functioned as liaison between the merchants and the developer. Their participation in the leasing program involved developing marketing strategies and coordinating efforts between tenants and management.

